

INTRODUCTION

From the Citizens Summit to the FY 2001 Budget: *Making the Vision a Reality*

On November 18th and 20th, 1999, concerned citizens from across the District joined together at the *Neighborhood Action Citizen Summit* to express their priorities for our neighborhoods and our city. This Summit proved to be an excellent opportunity for democratic involvement, as shown by the response of Citizens attending:

- **91%** said that the *Neighborhood Action* initiative is a very important program
- **91%** rated the Summit overall as excellent or good
- **94%** felt that they had the chance to fully participate

At the Summit, Mayor Williams presented a first draft of the *City-Wide Strategic Plan*, which will serve as the blueprint for revitalizing the way that the District government works with its partners. As with the Summit itself, the overwhelming majority of Citizens endorsed the plan and committed themselves to its success:

- **98%** agreed that the goals in the first draft strategic plan were on the right track, with 64% saying the plan is good or that we shouldn't change a thing
- **94%** committed to work to make *Neighborhood Action* successful

Citizens also provided important suggestions for improving the plan, which were incorporated into a second draft presented at the follow up Summit held on January 29, 2000.

As promised at both of these Summits, this strategic plan is not just a "feel good" document. Instead, it serves as the road map for rebuilding the District government and the city as a whole. The Mayor's State of the District address is proof of this promise. The concerns voiced by citizens have defined the spending decisions in the Mayor's FY 2001 Budget and Financial Plan.

This document, *Making the Vision a Reality*, clearly presents how the Mayor's FY 2001 spending initiatives take a major step toward full implementation of the five strategic priority areas of the *City-Wide Strategic Plan*. These priority areas are:

- Strengthening children, youth, families, and individuals
- Building and sustaining healthy neighborhoods
- Making government work
- Promoting economic development
- Enhancing unity of purpose and democracy

For each of these areas, *Making the Vision a Reality* identifies how each citizen concern has been addressed by FY 2001 funding initiatives. Now citizens must step forward to make their voices heard once again.

Safe Passages: Healthy Families, Children, Youth, and Individuals

Government has to do its job—and do it well—but in the end, no community can succeed without strong families. Everything we do should put families first and make our city a good place to raise children.

— Anthony A. Williams, Mayor

My Mom works late sometimes and the streets are dark when she comes in ... My mom takes me all the way to Maryland to play sports because she says there is more organization and have more parent and community help.

— Eugene, Citizen, Age 12

Priorities of the Community

At the Citizen Summit, District residents set the following priorities:

- Children need greater support in preparing for school and succeeding in school
- Young people need more recreation and out-of-school activities
- The elderly need improved care and services
- Take better care of our most vulnerable residents
- Improve access to quality health care
- Adults need more opportunities to continue learning and find job training
- Parents need more support and parental training

Goals of the *Safe Passages* Plan

In response to these priorities, the following goals were developed as part of the *Safe Passages* plan:

Children and Youth	Elderly and Disabled	Families and Individuals
1. Children are ready for school	1. Elders are considered a resource and live with dignity and independence in community settings they prefer	1. All residents have access to quality health care
2. Children and youth succeed in school		2. All residents live in healthy, safe and supportive communities
3. Children and youth live in healthy, stable, and supportive families and environments	2. People with disabilities live with dignity and independence in community settings they prefer	3. All residents are engaged in and contribute to their communities' decisions and activities
4. All youth make a successful transition into adulthood		4. All residents have opportunities for lifelong learning
5. Youth choose healthy behaviors		5. All residents are economically self sufficient

Mayor Williams' First Year Funding Proposal for *Safe Passages*

In his proposed FY 2001 Budget and Financial Plan, the Mayor will include the following funding initiatives to begin implementing the *City-Wide Strategic Plan*:

Children and Youth

Citizen Priority: Children need greater support in preparing for school and succeeding in school

- Over \$62 million in additional funding for the D.C. Public Schools to fund the following:
 - A 3% pay increase for teachers
 - \$3.2 million for a teacher fellowship program that will help us hire 100 new teachers
 - \$1.5 million to recruit 30 new top-notch principals
 - \$4 million to help bring the Internet to every classroom, lab, and library in our schools
 - \$1 million for a phone and a voicemail for every teacher to set up a “Homework Hotline”
- \$58 million in new funding for charter schools
- \$100 million dollars in the capital budget for school renovation

Citizen Priority: Young people need more recreation and out-of-school activities

- \$10 million for new out-of-school programs, including entrepreneurship and public service
- \$4.5 million for extended hours and expanded programming at recreation centers

The Elderly and Disabled

Citizen Priority: The elderly need improved care and services

- \$2.3 million in new funding for job stipends, home care, and wellness programs
- Three new wellness centers for seniors

Citizen Priority: Take better care of our most vulnerable residents

- \$3.5 million to improve services for the disabled
- \$1.9 million for a new therapeutic recreation center for special needs children and families
- \$2 million for expanded therapy and recreation services for 600 special needs youth and adults
- \$25 million to improve foster care and other social services for children and families

Families and Individuals

Citizen Priority: Improve access to quality health care

- \$5 million to renovate and build health centers across the city—particularly in underserved areas
- \$12.4 million to extend health insurance to more than 8,000 uninsured people, including immigrant children
- \$11 million for tobacco control and health promotion initiatives

Citizen Priority: Adults need more opportunities to continue learning and find job training

- \$17 million for high school graduates to pay in-state tuition for state schools in Maryland and Virginia
- \$5 million for the UDC endowment

Citizen Priority: Parents need more support and parental training

- An additional 6 parent development centers
- A program that assigns a parent helper to every at-risk newborn

Building and Sustaining Healthy Neighborhoods

If our city is to prosper, we must have healthy, vital neighborhoods. That means quality schools, access to health care, effective crime prevention, and greater homeownership. Most of all, it means the entire community working together to build the neighborhood they want for their children, one block at a time.

— Anthony A. Williams, Mayor

I would like Mayor Williams to make my neighborhood safe. I would like a playground. Please make the streets clean and grow trees, grass and flowers.

— Gerard, Citizen, Age 6

Priorities of the Community

At the Citizen Summit, District residents set the following priorities:

- Increase police and public safety presence to reduce violence city-wide
- Fix neighborhood conditions that breed problems
- Make neighborhoods more livable with quality housing and recreation centers
- Engage residents in achieving their visions for their neighborhoods

Goals of the *Healthy Neighborhoods* Plan

In response to these priorities, the following goals were developed as part of the *Building and Sustaining Healthy Neighborhoods* plan. The first set of goals presents a city-wide strategy for ensuring that all neighborhoods are secure attractive, and prosperous:

1. Establish basic safety in streets and buildings city-wide
2. Enhance the appearance and security of neighborhoods city-wide
3. Improve access to quality housing city-wide
4. Engage residents in building their neighborhoods
5. Sustain healthy neighborhoods city-wide

In addition to the city-wide strategy for improving neighborhoods, this plan also includes a targeted approach to six of the city's most challenged neighborhoods, now referred to as *Capital Communities*. These goals reflect a four-phased approach to revitalizing these communities:

6. Identify Communities and Mobilize Partners
7. Reclaim Community
8. Restore and Revitalize Community
9. Sustain Success

Mayor Williams' First Year Funding Proposal for *Building and Sustaining Healthy Neighborhoods*

In his proposed FY 2001 Budget and Financial Plan, the Mayor will include the following funding initiatives to begin implementing the *City-Wide Strategic Plan*:

Citizen Priority: Increase police and public safety presence to reduce violence city-wide

- \$4.4 million to fund an additional 150 police officers
- \$4.3 million to support the fifth fire fighter addition to fire department teams and other improvements
- Continuation of the gun buy-back program, which collected almost 3,000 guns last year
- A major lawsuit to face down the gun industry
- Continuation of the Capital Communities program to target six open-air drug markets
- \$7.5 million for new Fire Department pumper trucks, ladder trucks, and heavy rescue trucks

Citizen Priority: Fix neighborhood conditions that breed problems

- \$2 million for new neighborhood cleanup initiatives
- \$600,000 for a new anti-graffiti measures
- \$1 million for additional tree trimming
- Creation of 1,000 new treatment slots to provide more help for people addicted to drugs and alcohol
- \$200,000 to improve management of trash transfer stations

Citizen Priority: Make neighborhoods more livable with quality housing, and recreation centers

- \$10 million to create new after school and out-of-school programs
- \$1.5 million in additional funding for Arts, Culture, and Humanities programs
- \$4.5 million for extended hours and expanded programming at recreation centers
- \$26 million for renovation and expansion of recreation centers, pools, and ballfields

Citizen Priority: Engage residents in achieving their visions for their neighborhoods.

- Monthly PSA meetings and expansion of Partnerships for Problem-Solving to every PSA.
- Adopt a House and Neighbor-2-Neighbor programs to involve citizen volunteers and high school students to help maintain abandoned properties and properties of senior citizens.

Economic Development

I believe we can and should have a thriving economy both downtown and in the neighborhoods. No one should be left out of our economic prosperity.

— Anthony A. Williams, Mayor

In my neighborhood some people are poor and need jobs... They need a bank. In my neighborhood some people don't finish college.

— Jasmine, Citizen, Age 7

Priorities of the Community

At the Citizen Summit, District residents set the following priorities:

- Replace nuisance properties with affordable housing for all citizens, including the homeless
- Improve access to job training and well-paying jobs
- Create more retail options in depressed areas, especially through small businesses

Goals of the *Economic Development* Plan

In response to these priorities, the following goals were developed as part of the *Economic Development* plan. The first set promotes access to quality housing:

1. Increase new and rehabilitated housing units
2. Increase homeownership

This plan also provides for increasing access to jobs:

3. Grow private sector by targeting industry networks
4. Grow target industries, like technology and tourism
5. Link job training to growth industries
6. Market the District
7. Ensure a competitive District
8. Increase access to capital for businesses

The third component of this plan specifically targets neighborhoods for intense development efforts:

9. Establish retail hubs/commercial centers in neighborhoods
10. Relocate District agencies to neighborhoods to spur economic development

Mayor Williams' First Year Funding Proposal for *Economic Development*

In his proposed FY 2001 Budget and Financial Plan, the Mayor will include the following funding initiatives to begin implementing the *City-Wide Strategic Plan*:

Housing

Citizen Priority: Replace nuisance properties with affordable housing for all citizens

- \$22 million over the next 3 years to demolish 1,000 vacant and abandoned housing units throughout the city, making way for new homes
- \$800,000 to hire 24 new housing inspectors to work with our neighborhoods to preserve and protect our existing housing
- Support for financial incentives that make homeownership more affordable to District residents

Job Opportunities

Citizen Priority: Improve access to job training and well paying jobs

- \$4.5 million to provide year-round job training opportunities for more than 3,800 youth
- Support for use of tax increment financing and other incentives to promote hiring and training of District residents
- Target economic development strategies to high-growth industries

Business Development

Citizen Priority: Create more retail options in depressed areas, especially through small businesses

- Over \$7 million to acquire sites to relocate District agencies to our neighborhoods. The new facilities will also provide retail space and spur neighborhood economic development.
- \$560,000 for the Marketing Center, which is a public/private partnership to attract and retain businesses and retailers
- Support for two additional supermarkets to be opened East of the river, with ground breaking to occur within one year
- Support for use of tax increment financing and other incentives to promote neighborhood development projects

Making Government Work

Our citizens deserve a government that works for everyone— particularly our youngest and most vulnerable people. That’s the commitment I’ve made as Mayor, and I intend to hold our government—and myself— accountable for rapid, visible improvements.

— Anthony A. Williams, Mayor

The police can’t do everything and apparently some parents are not helping either, but it takes initiative from someone, and the fact [is] that political power helps.

— Danielle, Citizen, Age 14

Priorities of the Community

At the Citizen Summit, District residents set the following priorities:

- Agencies should be more responsive to citizen needs and comments
- Government buildings need to be repaired and cleaned up
- The city should enforce regulations more quickly and consistently
- Government employees should be held accountable for producing results
- Citizens need greater access to services in their neighborhoods

Goals of the *Making Government Work* Plan

In response to these priorities, the following goals were developed as part of the *Making Government Work* plan:

1. Ensure all operations focus on customer service
2. Ensure agencies can obtain the resources they need to support service delivery
3. Enhance the look and functionality of government buildings
4. Schedule and coordinate neighborhood service delivery
5. Make government work better and cost less
6. Improve the management of employees
7. Harness the power of technology to improve service delivery
8. Use performance management to drive meaningful change in agencies

Mayor Williams' First Year Funding Proposal for *Making Government Work*

In his proposed FY 2001 Budget and Financial Plan, the Mayor will include the following funding initiatives to begin implementing the *City-Wide Strategic Plan*:

Citizen Priority: Agencies should be more responsive to citizen needs and comments

- New equipment so employees have the tools they need to provide services: 10 garbage trucks and 20 snow-ready dump trucks to be added to the 20 garbage trucks, 20 street sweepers, 25 tow trucks, 60 snow-ready dump trucks and 45 pick-up trucks that we are ordering this year
- \$3.4 million for the Operational Improvements Division to identify process improvements and efficiency measures that will make the government more responsive to citizen needs
- \$960,000 for a risk management office that will reduce costs of settlements, judgements, and disability compensation
- \$3 million to support technology enhancements for internal operations and the District web site
- \$1 million to increase staffing and reduce waiting times at DMV
- \$250,000 for customer service initiatives including the tester program

Citizen Priority: Government buildings need to be repaired and cleaned up

- \$7 million for the relocation of District agencies to new facilities
- \$26 million for renovation and expansion of recreation centers, pools, and ballfields
- \$100 million dollars for school renovation

Citizen Priority: The city should enforce regulations more quickly and consistently

- \$800,000 to hire 24 new housing inspectors to work with our neighborhoods to preserve and protect our existing housing
- Over \$800,000 for ABC inspectors

Citizen Priority: Government employees should be held accountable for producing results

- \$13 million to fund implementation of the Management Supervisory Service, which will establish performance requirements for key managers across the government
- A "scorecard" will be released detailing specific commitments that you can expect from your government. This will allow citizens to track and report on the performance of the government, and it will be used to maintain accountability through agency directors, managers, and staff (*See sample scorecard at the end of this document*)
- \$5 million for pay-for-performance and performance incentives

Citizen Priority: Citizens need greater access to services in their neighborhoods

- Continuation of a new service initiated this year:
 - Extended hours at DMV, which is now open until 8:00 on Wednesdays
 - Drop boxes in neighborhoods across the city for registration renewal
 - DMV on-line registration and tag renewal
 - A new DMV service center with convenient parking

Unity of Purpose and Democracy

As we emerge from the control period, it's time for a new unity of purpose. We now have the opportunity to harness more than 20 years of pent-up civic pride to improve our neighborhoods and our city.

—Anthony A. Williams, Mayor

I know for a fact that one person can't change the city alone.

—Danielle, Citizen, Age 14

Priorities of the Community

At the Citizen Summit, District residents set the following priorities:

- Obtain voting rights for District residents
- Act on what citizens had to say at Citizen Summit
- Improve access to public information about government programs and services
- Improve the capacity of the Advisory Neighborhood Commissions (ANCs) to represent citizen interests

Goals of the *Unity of Purpose and Democracy* Plan

In response to these priorities, the following goals were developed as part of the *Unity of Purpose and Democracy* plan:

1. Engage citizens in the governance of the city
2. Promote multi-sector support and implementation of the community's shared priorities
3. Align all of the District's agencies and employees with the priorities of the government and the community
4. Foster a constructive and respectful relationship with Federal Government agencies and Congressional oversight committees, and establishing home rule for the District
5. Enhance regional cooperation among local jurisdictions and thereby foster common goals throughout the metropolitan area

Mayor Williams' First Year Funding Proposal for *Unity of Purpose and Democracy*

In his proposed FY 2001 Budget and Financial Plan, the Mayor will include the following funding initiatives to begin implementing the *City-Wide Strategic Plan*:

Citizen Priority: Obtain voting rights for District residents

- Strong pursuit of full voting rights for citizens of the District, to ensure that our needs and interests are represented and served as well as those of all other Americans who enjoy full voting rights
- A proposal to change the general provisions of the Appropriations Act to allow the District more latitude in pursuing voting rights initiatives

Citizen Priority: Act on what citizens had to say at Citizen Summit

- Neighborhood Action Planning Forums taking place this year in neighborhoods across the District will continue to determine the allocation of resources by the District Government
- Development and implementation of a quarterly public report card for citizens to evaluate progress of City-Wide Strategic Plan implementation
- Establishment of a Volunteerism Program
- A team of Neighborhood Action Planners to continue the Neighborhood Action process

Citizen Priority: Improve access to public information about government programs and services

- Continuation and enhancement of 727-1000 and the District Government Web Site
- On-line chat room for Mayor and Agency Directors to interact with citizens
- Expansion of Internet access of the community through schools and libraries
- New programming on Channel 16 to disseminate key government and community information
- Published schedule of public forums and town hall meetings sponsored by City Council and Mayor's Office

Citizen Priority: Improve the capacity of ANCs to represent citizen interests

- Appointment of an ANC coordinator to serve as liaison between ANCs, Executive Branch, and City Council, and coordinate technical support and training for ANCs

